

Influence of Balanced Psychological Contract on Organizational Commitment: A Study on Automobile Industry in South India

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Abstract

The Indian automotive industry is projected to be amongst the top three of the world in the area of engineering, manufacturing and sell overseas of vehicles and gears. There are tremendous challenges these organizations face from its competitors. In Today's world it is very important to keep the employees satisfied and committed to attain the goals of the organization. This study focuses on studying the relationship between balanced mental contract and the organizational obligation. The independent variables are both the employee promise and employer promise towards performance support, career development and external marketability. The dependent variables are the 3 model commitment scale-affective, normative and continuance assurance. The study collects opinions of the respondents from 6 large automotive industries across south India through structured questionnaires. The data is fed into SPSS Version 25 to validate the statistical statements. Descriptive statistics and correlation analysis is used to interpret the data. The Findings of the study revealed that there is no positive association between balanced emotional convention and organizational obligation. Out of all variables performance support and affective promise have a medium correlation therefore the researcher suggest further study in this area to explore better prospects.

Keywords: Balanced; Psychological contract; Organizational commitment; Affective commitment; Performance support; Career development and external marketability

Introduction

The Indian automotive industry consists of automobile OEM manufacturers and automobile component manufacturers. The automotive industry contributes around 9.4% of the country's GDP (automobile OEM equals to 7.1% and automobile component equals to 2.3%) and employs around 35 million (automobile OEM employs around 32 million and automobile component employs around 3 million directly and indirectly). The Indian automotive industry is projected to be among the top three of the world in the area of engineering, manufacturing and export of vehicles and components. The major contribution of growth expected from automotive component industry in India's GDP as much as 5% to 7% by 2026 from current 2.3% (2018) with expected turnover of \$200 billion by 2026 from current \$43.5 billion in 2016-2017 [1].

To stay competitive in the changing business world, it is imperative to focus on managing the employer and employee relationship effectively from the psychological contract perspective

and get employee's commitment towards the organization to meet the organizational challenges effortlessly.

The psychological contract refers to the set of implied beliefs of expectations (pre-Rousseau period definitions), promises and obligations (Post-Rousseau period definitions) between employer-employee for continuing a mutually beneficial relationship by both parties to abide by mutual promises and obligations to achieve different objectives for mutual betterment of both parties in today's competitive world.

The concept of psychological contract is well established in the western world but gaining prominence in India only now in the organizational term which interprets the fulfillment and non-fulfillment of mutual obligations, expectations and promises between employer and employees relationship i.e. the assumptions about what each of them need to offer and are willing to deliver based on various issues being surfaced between employees and employers across various organizations at India [2].

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Material and Methods

In Indian context where interpersonal relationships are highly valued, the employment management systems are greatly influenced by the political, social and economic factors. The employee obligations are mostly dependent on these factors more than the job roles.

A vast majority of researchers explained organizational commitment as a result of psychological contract. Measured psychological contract using 6 magnitudes of psychological contract i.e. tangibility, constancy, capacity, instance, swap evenness and agreement level that results in effect on emotional commitment.

Affirmed that traditions and customs are a chief feature that has influence on an employee's psychological contract. Employees in India do not differentiate their work roles with their societal roles. The employees create a sense of belongingness to the organization to have a long term relationship with the organization.

Preponderance of the researcher revealed that there is difference in the opinions of the employees on the psychological contracts and there is a lack of research in the Indian context on the psychological contract.

The research of studied the perception of knowledge workers on psychological contract, the relational psychological contract has a positive relationship where a transactional relationship has negative outcomes on the Organizational commitment. The study of observed that job satisfaction and job performance are mediated by the effects of the Psychological contract and organizational commitment.

Research gap

From the above literature it can be inferred that there are lot of studies on Psychological contract and organizational commitment, but there are no specific studies related to balanced psychological convention and its impact on 3 model organization commitment.

There is a lack of psychological contract researches referring to employer fulfillment of psychological contract to the employee. There is extensive literature available on mental agreement and organizational obligation around the world, but very small research is done in automotive industry in India.

So, the focus of current research will be to study this problem and attempt to fill this knowledge gap and provide facts on the current state of employment relationship in selected automotive companies' at South India. Therefore, the researcher tries to study the impact of emotional contract on organizational assurance in select automotive at South India from employee's perspective [3].

Results and Discussion

Conceptual framework for the current study

Conceptual framework for the current research showing the relationship between balanced psychological contract and its attitudinal outcome as organizational commitment (Figure 1).

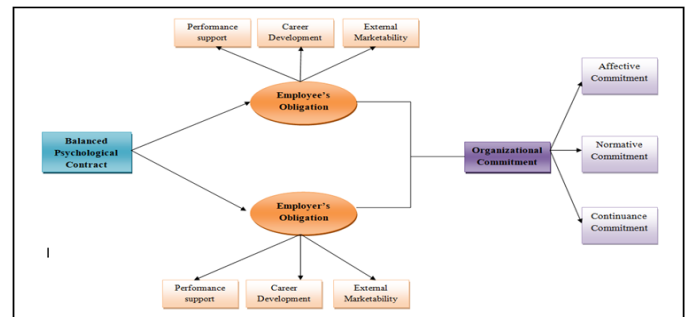


Figure 1. The extent to which employers accept worker management practices that influences the psychological contract.

Source: Author created

Above figure showing the extent to which employers accept worker management practices that influences the psychological contract (reciprocal promises, obligations and commitments) mainly on balanced psychological contract contents (Performance support, career development and external marketability) leading to attitudinal consequences which may be in form of (affective, continuance, normative) organizational commitment.

Statement of the problem

In the course of recent years, the monetary condition in India has confronted numerous difficulties following the commencement of economic liberalization in 1991. The automotive business contributes around 9.4% of the nation's GDP and utilizes around 35 million workers additionally experienced huge individuals and hierarchical administration challenges because of nature of occupations changes, cutting back, globalization, re-appropriating, re-organizing, cost streamlining, mechanical development, mechanization, business cyclicity and changing client desires. These developed difficulties in the recent years prompted spotlight on the balanced psychological contract between the workers and employers to comprehend the employee's dedication towards the organization. Also to address the above difficulties adequately and stay focused in the present changing business world there is a need to understand the impact of employer and employee obligation on Career development, External marketability and performance support on organizational commitment [4].

In this setting an examination is completed on above issue to see the connection between balanced psychological contract and organizational commitment which gives new proof and further bits of knowledge about the effect of balanced psychosomatic bond on organizational dedication from representative's viewpoint for businesses to improve their worker duty and commitment.

Objectives of the study

The objectives of the study are:

- To understand the importance of balanced psychological.
- Contract and organizational commitment.
- To study the impact of psychological contract on organizational commitment.
- To study the relationship between balanced psychological contract (employee obligation) and organizational commitment.

- To study the connection between balanced psychological contract (employer obligation) and organizational commitment.

Hypothesis

- H0:** There exists no relationship between balanced psychological contract (employee obligation) and organizational commitment.
- H0:** There exists no connection between balanced psychological contract (employer obligation) and organizational commitment.

Scope of the study

This study is conducted in the automobile companies, namely Large Automobile OEM and its Tier-1 Supplier in Karnataka and Chennai (South India) only. An effort is carried out to comprehend the association between balanced psychological contract and organizational commitment of employees at executive/management Level.

The chief rationale of this examination is to study the effect of balanced psychological contract on organizational commitment in selected Large automobile companies at South India. The study covers the employee perspective on the Psychological obligation and a self rated organizational commitment which is classified under affective, normative and continuance commitment.

Data collection and tools for analysis

The data for the study is collected through structured questionnaires which are filled by the senior employees of the automobile industry in South India.

Table 1. South India automobile industry.

	South India
Automobile industry-(OEM)	52
Tier-I Large automobile component manufacturers'	57
Total large automotive industry	109

Source: The Society of Indian Automobile Manufacturers (SIAM) and the Automotive Component Manufacturers Association of India (ACMA).

Sampling size

The sample size of employees for the study is ascertained by using the sample size determination formula proposed by Cochran. The sample size is computed by assuming the finite population of Automobile OEM and its Tier I suppliers; hence the formula for sample size from the finite population is given as follows:

Table 2. Sample of employees.

	Company name	No of employees
1	Tata Auto Comp System Limited	9
2	Automotive Axles Ltd.	9
3	Meritor India	9
4	JK Tyre And Industries Ltd	9
5	Tata Marcopolo Motors Limited	9

Structured questionnaires for employees

The questionnaire consisted of three parts:

Part A: Biographical questions-Multiple choice questions on the age, qualification, experience and other demographics are administered in this section.

Part B: Balanced Psychological Contract-This section contained Likert scale statements relating to employee obligation and employer obligation on performance support, Career development and external marketability.

Part C: Organizational Commitment-This part of the questionnaire included Likert scale statements on Affective, Continuance and Normative commitment.

Sampling techniques

Simple random sampling technique is used to select employees from the automotive OEM and its Tier 1 suppliers in South India. The senior employees who are at the managerial level are selected for the study [5].

Population

The sample size for this study will be based on the population of the Large automotive Industry in South India. The table below summarizes the number companies in South India Large Automobile Industry (Table 1).

$$n = \frac{\frac{z^2 * p(1-p)}{e^2}}{1 + \left(\frac{z^2 * p(1-p)}{e^2 N} \right)} = \frac{\frac{1.959964^2 * 0.5(1-0.5)}{0.4^2}}{1 + \left(\frac{1.959964^2 * 0.5(1-0.5)}{0.4^2 * 109} \right)}$$

Sample Size of Automobile OEM and its Tier I suppliers companies is 5.689 rounded off to 6 Companies (Table 2).

6	Tata Ficos Automotive Systems Private Limited	9
	Total Sample Size	54

Sample design

On the basis of the sample size which is determined statistically 6 companies from south India are selected and 9 employees from each of the companies are randomly selected. A total 54 respondents are studied.

Statistical tools used

This study uses descriptive statistics to summarize the quantitative data, graphs and charts increase the effectiveness of the statistics. Further correlation and regression analysis are used to study the association between the dependent and independent variables.

Limitations of the study

- The study is geographically limited to South India-Karnataka and Tamil Nadu.
- The study is limited to select Automotive Large Industries only, Small and medium Scale industries are not covered under study.
- The study is limited only to senior employees at leadership and managerial level.

- The study considers only employee perspective and employer perspective is not considered due to constrained time frame and lack of feasibility on data collection [6].

Analysis and interpretation

Demographic profile: This study focuses on the Executive/Managerial employees from Automobile industry. There are 35 employees who belong to 1st level (Functional Heads who are reporting to site head) and remaining 19 employees serve the organization at 2nd level (Managers/ Executives who are reporting to functional heads) A majority of 94% respondents are male and 6% respondents are female. Geographical location of the respondents revealed that 24.1. 5 respondents are from Bangalore, 59.3% respondents belonged to Mysuru, A small percentage of respondents 7.4% and 9.35 are from Dharwad and Chennai Respectively (Table 3).

Table 3. The respondents showed that 27 respondents amounting to 50% of total employees had completed graduation.

Qualification of the respondents				
		Frequency	%	Valid %
Valid	Graduate	27	50	50
	Post graduate	24	44.4	44.4
	Above Post graduate	3	5.6	5.6
	Total	54	100	100

The above table on qualification of the respondents showed that 27 respondents amounting to 50% of total employees had completed Graduation, 44.4% of the respondents had attained Post graduation.

A small 5.6% of the respondents have excelled in acquiring degrees above graduation (Table 4).

Table 4. The respondents have excelled in acquiring degrees above graduation.

Years of experience of the respondents				
		Frequency	%	Valid %
Valid	0-3 years	11	20.4	20.4
	3-6 years	8	14.8	14.8
	6-9 years	12	22.2	22.2
	More than 9 years	23	42.6	42.6
	Total	54	100	100

When enquired on the years of experience of the respondents, it is revealed that a majority of 42.6 % of the respondents had more than 9 years of experience in the current company. The 22.2% respondents

have experience between 6 yrs-9 yrs. The employees who stay longer in the organization may be able to give better responses on the relationship with their employer (Table 5) [7].

Table 5. Descriptive statistics on the statements related to balanced psychological contract and organizational commitment.

		Descriptive statistics				
		N	Minimum	Maximum	Mean	Std. Deviation
EEOPS-1	Acknowledge progressively more demanding performance principles	54	1	5	4.52	0.69
EEOPS-2	React optimistically to dynamic performance necessities	54	1	5	4.61	0.69
EEOCD-1	Construct abilities to amplify my worth to this organization	54	1	5	4.57	0.69
EEOCD-2	Create myself progressively more important to my employer	54	1	5	4.52	0.75
EEOEM-1	Build associates externally that improve my job prospective	54	1	5	3.43	1.06
EEOEM-2	Augment my visibility to prospective employers externally	54	1	5	3	0.89
EROPS-1	Sustain me to achieve the maximum potential stage of performance	54	2	5	4.2	0.71
EROPS-2	Sustain me in meeting progressively more advanced goals	54	2	5	4.26	0.73
ER OCD-1	Growth prospects with this firm	54	2	5	4.22	0.6
ER OCD-2	Progression inside this organization	54	2	5	4.11	0.63
EROEM-1	Assist me expand externally viable skills	54	2	5	3.39	0.88
EROEM-2	Prospective work opportunities outside the firm	54	1	5	3.06	0.98
ACS-1	I actually experience as if this organization's troubles are my own	54	2	5	4.17	0.72
ACS-2	I feel 'psychologically connected' to this firm	54	1	5	4.04	0.97
NCS-1	I consider that an individual must constantly be faithful to his or her organization	54	2	5	3.15	0.9
NCS-2	Jumping from one firm to another firm seem to be at all times ethical to me	54	1	5	3.69	0.91
CCS-1	I feel that I have very few options to believe exiting this organization	54	1	5	2.67	1.06

CCS-2	One of the few severe consequences of exiting this organization would be the shortage of accessible choices	54	1	5	2.48	1.15
Valid N (listwise)	Valid N (listwise)	54				

Analysis and interpretation: The employer obligation and employee obligation on balanced psychological contract and organizational commitment is measured using Likert scale of Agreement. The scale has 5 points, 1=Strongly Disagree, 3=Neutral and 5=strongly agree.

The mean scores of the likert scale indicate level of agreement of the respondents for the given statement. The employee perspective in relation to (EEOPS) Employee obligation on performance support has mean scores above 4.50 which indicate strong agreement on the statements.

In case of (EEOCD) Employee obligation on career development the mean scores are above 4.50 signifying strong agreement.

On a contrary, the (EEOEM) Employee obligation on external marketability has mean scores below 3.5 which points out that the employees are not agreeing with their contribution on external marketability.

The workers perception on the employer's promise is also very important, in comparison to the employee obligation (EE) it can be inferred that the employer obligation(ER) on performance support (EROPS), career development (EROCS) and external marketability (EROEM) are similar.

The employee perspective does not change on the employee promise and the employer promise in relation to balanced psychological contract (Figure 2) [8].



Figure 2. Mean scores balanced psychological contract and organizational commitment. **NOTE:** ■ EEOPS-1; ■ EEOPS-2; ■ EEOCD-1; ■ EEOCD-2; ■ EEOEM-1; ■ EEOEM-2; ■ EROPS-1; ■ EROPS-2; ■ EROCD-1; ■ EROCD-2; ■ EROEM-1; ■ EROEM-2; ■ ACS-1; ■ ACS-2; ■ NCS-1; ■ NCS-2; ■ CCS-1; ■ CCS-2.

Organizational commitment is measured with the same tool as the balanced psychological contract. (ACS) Affective Commitment Scale has mean scores above 4 which show that the affective commitment of the employees is high. (CCS) Continuance Commitment Scales have very low mean scores below 3, the employees do not agree with the continuance commitment towards the organization. In case of (NCS) the Normative Commitment the mean scores are above 3 but below 3.5 which signifies that the employees neither agree nor disagree to the statements [9].

Hypothesis

H0: There exists no correlation between balanced psychological contract (Employee obligation) and organizational commitment (Table 6).

Table 6. The stated hypothesis that there is no relationship between balanced psychological contract (Employee obligation) and organizational commitment is tested by using Karl Pearson's correlation coefficient.

Correlations													
		EEOPS_1	EEOPS_2	EEOCD_1	EEOCD_2	EEOEM_1	EEOEM_2	ACS_1	ACS_2	NCS_1	NCS_2	CCS_1	CCS_2
EEOPS_1	r	1											
EEOPS_2	r	0.8	1										
EEOCD_1	r	0.7	0.68	1									
EEOCD_2	r	0.7	0.62	0.73	1								
EEOEM_1	r	0.1	0.16	0.2	0.1	1							
EEOEM_2	r	0	0.03	0.15	0.1	0.8	1						
ACS_1	r	0.2	0.1	0.07	0.3	-0	-0.1	1					
ACS_2	r	0.2	0.05	0.05	0.1	0	0.1	0.7	1				
NCS_1	r	0.1	0.07	-0	0.1	-0	-0.2	0.4	0.3	1			
NCS_2	r	0.1	0.1	0.08	-0.1	0	0	0	-0	-0	1		
CCS_1	r	-0.1	0.13	0.09	0	0.1	0	-0	-0	-0	0.14	1	
CCS_2	r	-0	-0.1	-0	-0.1	0	-0	-0	-0	-0	0.31	0.6	1

The above table shows the r (Karl Pearson's correlation coefficient) The highlighted r values are very far from 1 and some r values are also negative therefore it can be inferred that null hypothesis is accepted there exists no association between balanced psychological contract (Employee obligation) and organizational commitment.

H0: There exists no correlation between balanced psychological

contract (employer obligation) and organizational commitment. The stated hypothesis that there is no connection between the balanced psychological contract (employer obligation) and organizational commitment is tested by using Karl Pearson's correlation coefficient (Table 7) [10].

Table 7. The highlighted r values for CCS-Continuous commitment are very far from 1 and some r values are also negative therefore it can be inferred that null hypothesis is accepted, There exists no association between balanced psychological contract (Employer obligation) and organizational commitment (Continuance Commitment).

		Correlations											
		EROPS_1	EROPS_2	EROCD_1	EROCD_2	EROEM_1	EROEM_2	ACS_3	ACS_4	NCS_2	NCS_3	CCS_4	CCS_5
EROPS_1	r	1											
EROPS_2	r	0.73	1										
EROCD_1	r	0.64	0.55	1									
EROCD_2	r	0.7	0.628	0.771	1								
EROEM_1	r	0.23	0.31	0.297	0.124	1							
EROEM_2	r	0.26	0.243	0.138	0.111	0.59	1						
ACS_3	r	0.38	0.31	0.217	0.413	0.08	-0	1					
ACS_4	r	0.43	0.225	0.308	0.422	0.2	0.04	0.69	1				
NCS_2	r	0.31	0.342	0.216	0.467	0.12	0.01	0.37	0.25	1			
NCS_3	r	-0	-0.13	-0.15	-0.17	0.01	-0.1	0.02	-0	-0.1	1		
CCS_4	r	-0.4	-0.37	-0.35	-0.34	-0.06	-0.1	-0.22	-0.2	-0	0.14	1	
CCS_5	r	-0.2	-0.15	-0.24	-0.34	-0.08	-0.1	-0.01	-0.1	-0	0.31	0.6	1

The above table shows the r (Karl Pearson's correlation coefficient) The highlighted r values for CCS-Continuous commitment are very far from 1 and some r values are also negative therefore it can be inferred that null hypothesis is accepted, There exists no association between balanced psychological contract (Employer obligation) and organizational commitment (Continuance Commitment).

In case of PS and ED, small relationship can be ascertained between employer obligation on Affective commitment and normative commitment. In this case it can be inferred that a small positive relation exist between PS and ED with ACS and NCS [11].

Findings, suggestions and conclusion

Findings:

- There are 35 employees who belong to 1st Level (Functional Heads who are reporting to Site Head) and remaining 19 employees serve the organization at 2nd Level (Managers/ Executives who are reporting to Functional Heads) A majority of 94% respondents are male and 6% respondents are female.
- Geographical location of the respondents revealed that 24.1, 5 respondents are from Bangalore, 59.3 % respondents belonged to Mysuru, a small percentage of respondents 7.4% and 9.35 are from Dharwad and Chennai Respectively.
- 27 respondents amounting to 50% of total employees had completed Graduation, 44.4 % of the respondents had attained Post graduation.
- A majority of 42.6 % of the respondents had more than 9 years of experience in the current company. The 22.2% respondents have experience between 6 yrs-9 yrs.
- The employee perspective in relation to (EEOPS) Employee obligation on performance support has mean scores above 4.50 which indicate strong agreement on the statements. In case of (EEOCD) Employee obligation on career development the mean scores are above 4.50 signifying strong agreement.
- (EEOEM) Employee obligation on external marketability has mean scores below 3.5 which points out that the employees are not agreeing with their contribution on external marketability.
- The workers perception on the employer's promise is also very important, in comparison to the employee obligation (EE) it can be inferred that the employer obligation(ER) on performance

support (EROPS), career development (EROCS) and external marketability (EROEM) are similar.

- The r values are very far from 1 and some r values are also negative when correlation between Employee promise on balanced psychological contract and organizational commitment is tested. It is inferred that there exists no association between balanced psychological contract (Employee obligation) and organizational commitment.
- In case of PS and ED, small relationship can be ascertained between employer obligation on Affective commitment and normative commitment. In this case it can be inferred that a small positive relation exist between PS and ED with ACS and NCS.
- The r values for CCS-Continuous commitment are very far from 1 and some r values are also negative therefore it can be inferred that There exists no association between balanced psychological contract (Employer obligation) and organizational commitment (Continuance Commitment) [12].

Conclusion

This study concludes balanced psychological contract consisting performance support, career development and external marketability does not necessarily prove that employees will be willing to stay with the organization. Therefore this research concludes that psychological contract consisting performance support, career development and external marketability of does not impact on organizational commitment. Hence, this research concludes that the balanced psychological contract has no significant impact on psychological contract, indicating that employees do not feel it is important to have performance support, career development and external marketability to commit to the organization. Automobile industry businesses need to utilize in true relationship with representatives. Specifically, fortifying receptiveness in authoritative correspondence with clear articulation of association's qualities and shortcomings, present execution, tentative arrangements, approaches identifying with all work, compensation, remuneration, reward and professional success, will prompt huge improvement in boss worker relationship. Vehicle industry managers need to take measures by and large to improve their responsibility/commitment to workers (as seen by the representatives). Specifically, they can enhance 'the presentation backing and outside attractiveness'. Representatives utilize mental contract as a psychological guide to work successfully in the association. It is significant for the businesses to make enough commitment to balance out the mental contract of the laborers. This study will give a scope of research for future researchers in area of exploring the subjective nature of balanced psychological contracts. This study is restricted to Automobile industry in south India, researchers can attempt to study various other industries in different regions and have a comparative

study on the behavioural and attitudinal outcomes of the employees and workers that lead to organizational performance. The researchers can further study the impact of demographic variables and work profile on the mental agreement of the employees with its employers and its impact on various organizational performance and commitment variables.

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